

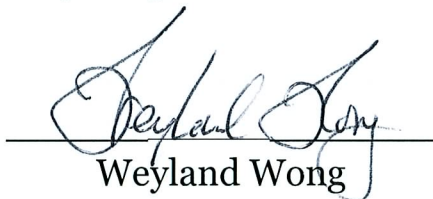
Review Report

Management of Environment, Safety, and Health (MESH) Assessment of LBNL Directorate/Operations

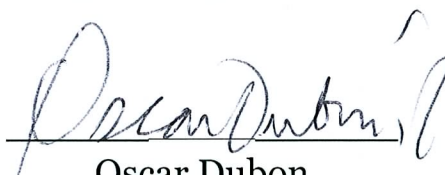
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Executive Summary

Workers within the various departments, divisions, and service offices of the Directorate/Operations are generally provided with a safe workplace and with the resources and training to maintain a high degree of safety while working. Overall, the Directorate/Operations organization has improved since the last MESH Assessment in 2006, but weaknesses still exist. The staff interviewed was positive about the safety culture in the Directorate/Operations and provided recommendations for improvement. This attitude is consistent with a culture of continuous improvement and is to be commended. Management within the Directorate/Operations recognizes that safety could be improved within their activities and was open to recommendations for improvement. The MESH Team wishes to acknowledge the support of the Directorate/Operations Safety Coordinator, who provided very professional support for this review and seems to have the confidence and support of the Directorate/Operations workforce.

Overall, safety management in the Directorate/Operations meets management expectations. One area of safety activity is especially noteworthy and should be communicated to other divisions.

- Special mention needs to be made of the upcoming move of staff out of Building 937. This move poses a potentially significant hazard for the employees – in particular with regard to material handling and office ergonomics. The Directorate/Operations has taken effective action to understand this hazard, has engaged special support from the EH&S and other divisions, and is aggressively moving to ensure the move takes place with minimum safety impact on the staff. These actions should be summarized when appropriate and shared with other divisions that are moving large numbers of staff.

One safety improvement recommended by this MESH Team rises to the level of a concern (inadequacy in safety management systems).

- The Directorate/Operations experienced 8 recordable injuries in FY-07. The Directorate/Operations should continue to strive to improve workplace safety and maintain a focus on reducing the number and severity of injuries. There has also been an increase in the number of first aid type injuries. The increase in first aid type injuries could indicate a reduced severity in injuries – a positive trend. More data will be needed however to verify this trend in reduced severity. Five of the recordable injuries were from office ergonomic causes. The directorate has identified office ergonomics and slips, trips, and falls as the primary hazards for most directorate employees and is focusing on improvements in these areas.

A number of safety improvements are provided below as observations and are detailed on page 7 and 8.

- The Directorate/Operations was one of the first organizations to adopt the new Ergonomic Advocate Program – indicating the recognition of the need to strengthen ergonomic safety. The Directorate/Operations implementation of the ergonomic advocate program could be improved by increasing the number of staff assigned to this duty and placing these advocate duties in the job descriptions and in performance reviews (PRD) of those participating. Some groups have enough ergonomic advocates, while others rely too heavily on the Division Safety Coordinator. Specifically, the Office of the Chief Financial Officer and Human Resources should evaluate their staffing for this effort.
- Employees from a number of workgroups reported that their workload was too high and contributed to high injury rates. The real issue in workload management is hazard identification and control. Some managers in the directorate may not adequately recognize the risks and hazards of changes in workload that prevent employees from taking adequate breaks or increases their time per-day on the computer (i.e. overtime, redundancies, additional tasks and duties).
- The Directorate/Operations continues to struggle with ensuring the safety of matrix staff (this was also reported in the 2006 MESH). Interviews indicate that the Office of the Chief Financial Officer in particular could benefit from an increased focus on the safety of matrix staff. There is also an institutional issue since administrative staff members (such as human resources, CFO, and administrators) are assigned to each Laboratory Division. The risks and hazards to these administrative staff members are similar (office ergonomics, slips, trips and falls) but the safety for these staff are managed from their “home” organizations (Directorate/Operations). This may not be the most effective manner in which to manage the safety of these personnel. The EH&S Division should initiate a study to determine if the current arrangement for the safety management of matrix administrative staff could be improved.
- The Directorate Safety Committee has recently improved and is now perceived by most directorate staff interviewed as effective. A new chairperson, improved focus on safety improvement, and a more action oriented charter were cited as improvements. These improvements are recent however and continued management attention is recommended to ensure the safety committee continues to sustain this improvement.
- While acknowledging the improvements to the Directorate Safety Committee discussed above, the committee could benefit from a better distribution of the representation of its members. The committee is over-represented by management. More professional and administrative representation could benefit the performance of this important committee.

- Managers in the Directorate/Operations currently perform a minimum of two safety walkarounds annually. Because the Laboratory Director has cited safety walkarounds as a key tool in improving safety through regular dialog with workers in the workplace about the work activities and practices, two walkarounds may not be aggressive enough for this group. The focus of walkarounds should not be merely office inspections, but regular interaction with workers in the workplace about their work and how it is performed. Perhaps the directorate should work with the EH&S Division to help managers expand or change the focus of their safety walkaround activity. In addition, a suggested reasonable improvement would be to increase safety walkarounds to a minimum of once per quarter (4 per year).

Organization of the Directorate/Operations:

Directorate:

- Lab Director's Office
- Office of the Deputy Laboratory Director
- General Counsel's Office
- Technology Transfer Department
- Internal Audit Services
- Office of Institutional Assurance
- Planning and Development
- Office of the Chief Financial Officer

Operations:

- Associate Director for Operations
- Office of Workforce Diversity
- Human Resources Organization
- Public Affairs Organization
- Facilities Division (not included in this MESH)
- Environment, Health and Safety Division (not included in this MESH)

- Information Technology Division (not included in this MESH)

The makeup and structure of the Directorate and Operations includes 504 employees, guests, and visiting faculty/students. This is an increase from 450 staff reported in 2006.

Safety Environment of Directorate/Operations

Directorate/Operations staff performs primarily management and administrative work in office environments. The most significant workplace hazard is office ergonomics. Also representing a hazard for these employees are slips, trips, falls, electrical exposure from office equipment, and seismic events. The functions, service offices, and staff support efforts of the Directorate/Operations have no formal work authorizations. The Directorate/Operations safety program consists of employee safety training, computer workstation ergonomic hazard evaluations, safety committee meetings, annual workplace inspections, safety walkarounds, and periodic group safety meetings.

Special mention needs to be made of the upcoming move of staff out of Building 937. This move poses a potentially significant hazard for the employees. The Directorate/Operations has taken effective action to understand this hazard, has engaged special support from the EH&S and other divisions, and is aggressively moving to ensure the move takes place with minimum safety impact on the staff.

Review of 2006 MESH results:

The MESH review includes a brief discussion on the status of the results from the most recent MESH review, in this case 2006. A brief summary is provided below:

1. Matrix staff - concern – remains open. Many of the issues identified in the 2006 MESH have been addressed and are closed, but the overall issue of safety for matrix staff remains a safety issue and is documented as Observation 4 in this MESH review.
2. Computer workstation ergonomics – noteworthy practice. Workstation ergonomics continue to be a challenge for LBNL and for the directorate/operations. These challenges are documented in this MESH as Observation 2 and 3.
3. ISM Plan strengthening – concern – closed.
4. Safety findings tracking – noteworthy practice – closed. The directorate/operations uses the CATS database to track safety findings and the Safety Committee reviews progress on these issues until they are closed. The directorate/operations activities in this regard meet the organizational expectations.
5. Program consistency – concern – closed.

6. MESH walkthrough interview – noteworthy practice. The spaces observed by this MESH team continue to find safety issues promptly addressed and safety conditions are on a par with other LBNL organizations.

2008 Directorate/Operations MESH Review

The MESH is a peer review in which a team of Safety Review Committee members provide their observation and appraisal of the subject organization's management of EH&S. The objective is to evaluate the EH&S management practices and results by Directorate/Operations leaders, programs and staff. The review considers the quality and applicability of the Directorate/Operations ISM plan to the work environment, the extent and completeness of ISM Plan implementation, the level of safety program administration, and the positive impact of plans and programs on Directorate/Operations staff and facilities safety.

This appraisal process included a review of the safety program documentation provided by the Directorate Safety Coordinator, an opening meeting with representatives of the Directorate/Operations, a walkthrough of representative Directorate/Operations spaces, and interviews with a selection of staff.

The MESH Team reviewed the Directorate/Operations responses to the MESH Questionnaire and supporting documentation. The Directorate/Operations supporting documentation included their ISM Plan, safety meeting agendas, inspection and walkaround checklists, accident and injury statistics, and hazard analysis documentation.

At the time of the opening meeting, the MESH Team interviewed David McGraw, Chief Operating Officer. Mr. McGraw is the line manager responsible for safety within the Directorate/Operations. Mr. McGraw was also briefed on the major results of this MESH review.

The MESH Review took place primarily in November, December 2007 and January 2008. The review took more time than normal because of injuries and travel commitments for key Directorate/Operations staff and the MESH team itself.

Results of this Review:

The MESH review results are summarized as follows:

Noteworthy practices – practices or conditions that are recognized for their excellence and should be considered for lab-wide application.

Concerns – clear cases of practices or conditions that do not comply with regulations or LBNL policy, and/or indicate inadequate ES&H management systems within the Division. Concerns are deficiencies and must be corrected.

Observations – observations indicate room for improvement. They may be practices

and conditions that are not necessarily out of compliance as observed, but could lead to non-compliance if left unaddressed. Observations also reflect practices that, with some additional level of effort, could achieve noteworthy practice status.

The results of this MESH are:

Noteworthy Practices –

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Concerns –

- The Directorate/Operations experienced 8 recordable injuries in FY-07. The Directorate/Operations should continue to strive to improve workplace safety and maintain a focus on reducing the number and severity of injuries. There has also been an increase in the number of first aid type injuries. The increase in first aid type injuries could indicate a reduced severity in injuries – a positive trend. More data will be needed however to verify this trend in reduced severity. Five of the recordable injuries were from office ergonomic causes. The directorate has identified office ergonomics and slips, trips, and falls as the primary hazards for most directorate employees and is focusing on improvements in these areas.

Observations –

1. The Directorate/Operations was one of the first organizations to adopt the new Ergonomic Advocate Program – indicating the recognition of the need to strengthen ergonomic safety. The Directorate/Operations implementation of the ergonomic advocate program could be improved by increasing the number of staff assigned to this duty and placing these advocate duties in the job descriptions and in performance reviews (PRD) of those participating. Some groups have enough ergonomic advocates, while others rely too heavily on the Division Safety Coordinator. Specifically, the Office of the Chief Financial Officer and Human Resources should evaluate their staffing for this effort.
2. Employees from a number of workgroups reported that their workload was too high and contributed to high injury rates. The real issue in workload management is hazard identification and control. Some managers in the directorate may not adequately recognize the hazard of changes in workload that

prevent employees from taking adequate breaks or increase their time per-day on the computer (i.e. overtime, redundancies, additional tasks and duties).

3. The Directorate/Operations continues to struggle with ensuring the safety of matrix staff (this was also reported in the 206 MESH). Interviews indicate that the Office of the Chief Financial Officer in particular could benefit from an increased focus on the safety of matrix staff. There is also an institutional issue since administrative staff members (such as human resources, CFO, and administrators) are assigned to each Laboratory Division. The hazards to these administrative staff members are similar (office ergonomics, slips, trips and falls) but the safety for these staff are managed from their "home" organizations (Directorate/Operations). This may not be the most effective manner in which to manage the safety of these personnel. The EH&S Division should initiate a study to determine if the current arrangement for the safety management of matrix administrative staff could be improved.
4. The Directorate Safety Committee has recently improved and is now perceived by most directorate staff interviewed as effective. A new chairperson, improved focus on safety improvement, and a more action oriented charter were cited as improvements. These improvements are recent however and continued management attention is recommended to ensure the safety committee continues to sustain this improvement.
5. While acknowledging the improvements to the Directorate Safety Committee discussed above, the committee could benefit from a better distribution of the representation of its members. The committee is over-represented by management. More professional and administrative representation could benefit the performance of this important committee.
6. Managers in the Directorate/Operations currently perform a minimum of two safety walkarounds annually. Because the Laboratory Director has cited safety walkarounds as a key tool in improving safety through regular dialog with workers in the workplace about the work activities and practices, two walkarounds may not be aggressive enough for this group. The focus of walkarounds should not be merely office inspections, but regular interaction with workers in the workplace about their work and how it is performed. Perhaps the directorate should work with the EH&S Division to help managers expand or change the focus of their safety walkaround activity. In addition, a reasonable improvement would be to increase safety walkarounds to a minimum of once per quarter (4 per year).

End of Report